

**Jersey  
Youth Service**

**Strategic Plan  
2007-2011**

## Jersey Youth Service Strategic Plan 2007 - 2011

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## **Introduction**

Jersey Youth Service is a well established service which employs professional youth workers, has a number of purpose-built youth centres and a range of equipment and resources all of which enables it to deliver a good level of youth work provision for the young people of Jersey.

This Strategic Plan will enable Jersey Youth Service to develop and improve youth work provision and provide:

- a strategic focus for Jersey Youth Service for 2007 - 11
- clear aims, objectives and targets
- a structure to plan, monitor and evaluate the delivery of youth work
- a vision of the Youth Work opportunities to be developed in the next 5 years

Jersey Youth Service's Vision for the next 5 years is to work towards becoming an excellent Youth Service which is well managed and resourced and delivers a broad range of high quality youth work, which is accessible to all young people in the target age range of 12 - 18 years.

To do this the Youth Service will be concentrating on improving and developing the following key areas:

- Strategic Development - having a clear vision of what the Youth Service is hoping to achieve, with achievable targets, aims and objectives
- Management and Structure - having high quality strategic management and a clear structure to support an efficient and effective Youth Service
- Youth Participation - involving young people in the running of the Youth Service and giving them a voice on issues that impact on their lives
- Partnership Development - continuing to develop and consolidate its work with key agencies including the Parishes, Voluntary Organisations and other States departments for the benefit of young people
- Staff Development - employing and supporting a team of qualified and experienced youth workers with access to regular training opportunities to ensure they have the skills to deliver high quality youth work
- Curriculum Development - establishing a broad curriculum of youth work opportunities which meet the needs of young people
- Quality Assurance - establishing an ongoing monitoring and evaluation to ensure quality standards are achieved across the youth service
- Buildings and Resources - ensuring venues and equipment is maintained and upgraded to meet the needs of young people

## 1. Young People in Jersey

Jersey is a unique place, with a wealth of qualities that have created a very special community. Most young people in Jersey lead active and productive lives, achieving at school and enjoying the range of social and sporting activities on offer.

However, for some young people life in Jersey can be hard. Not all young people have the support and guidance of parents. Some young people are disengaged from school and are unlikely to achieve their full potential. Many young people grow up in families that face poverty and hardship. Some may become involved in crime.

Jersey Youth Service has to try to address the needs of all these young people. It needs to use the resources it has to provide these young people with a broad range of youth work opportunities which will help them to develop the skills and attitudes to overcome any issues they face.

Young people are Jersey's future, so it is important that an investment is made in them to support them to become strong, mature adults who have social awareness and are able to make a valuable contribution to their community.

There are approximately 7,203 young people aged 12 to 18 years who live in Jersey. The table below shows how many currently live in each Parish.

	12yrs	13yrs	14yrs	15yrs	16yrs	17yrs	18yrs	Totals
<b>St Helier</b>	<b>287</b>	<b>265</b>	<b>287</b>	<b>302</b>	<b>266</b>	<b>283</b>	<b>250</b>	<b>1,940</b>
<b>St Saviour</b>	<b>177</b>	<b>165</b>	<b>181</b>	<b>179</b>	<b>182</b>	<b>188</b>	<b>186</b>	<b>1,258</b>
<b>St Clement</b>	<b>114</b>	<b>127</b>	<b>106</b>	<b>149</b>	<b>105</b>	<b>126</b>	<b>128</b>	<b>855</b>
<b>St Brelade</b>	<b>123</b>	<b>124</b>	<b>110</b>	<b>108</b>	<b>138</b>	<b>117</b>	<b>106</b>	<b>826</b>
<b>Grouville</b>	<b>47</b>	<b>58</b>	<b>69</b>	<b>54</b>	<b>65</b>	<b>55</b>	<b>58</b>	<b>406</b>
<b>St Lawrence</b>	<b>53</b>	<b>48</b>	<b>56</b>	<b>45</b>	<b>57</b>	<b>38</b>	<b>57</b>	<b>354</b>
<b>St Peter</b>	<b>45</b>	<b>54</b>	<b>41</b>	<b>55</b>	<b>54</b>	<b>43</b>	<b>43</b>	<b>335</b>
<b>St Ouen</b>	<b>51</b>	<b>49</b>	<b>50</b>	<b>49</b>	<b>59</b>	<b>47</b>	<b>45</b>	<b>350</b>
<b>St Martin</b>	<b>51</b>	<b>35</b>	<b>41</b>	<b>49</b>	<b>37</b>	<b>46</b>	<b>55</b>	<b>314</b>
<b>St John</b>	<b>29</b>	<b>34</b>	<b>41</b>	<b>36</b>	<b>30</b>	<b>37</b>	<b>34</b>	<b>241</b>
<b>Trinity</b>	<b>22</b>	<b>37</b>	<b>32</b>	<b>34</b>	<b>27</b>	<b>24</b>	<b>35</b>	<b>211</b>
<b>St Mary</b>	<b>16</b>	<b>15</b>	<b>19</b>	<b>18</b>	<b>11</b>	<b>22</b>	<b>12</b>	<b>113</b>
<b>Totals</b>	<b>1,015</b>	<b>1,011</b>	<b>1,033</b>	<b>1,078</b>	<b>1,031</b>	<b>1,026</b>	<b>1,009</b>	<b>7,203</b>

Statistics adapted from 2001 Census

## **Youth Participation**

Youth Participation is a key part of Youth Work. Jersey Youth Service is working towards making it an integral part of the Service. Youth Work is based on engaging and involving young people in a development process, to enable them to develop a range of skills which are empowering and raise their self-esteem and confidence. The Youth Service will encourage Youth Participation by developing and improving a variety of areas of work including:

- Adopting the Hear by Right Standards which have been developed by the National Youth Agency and are based on the United Nations Rights of the Child.
- Strengthening and developing the Jersey Youth Council as a forum for young people to become a structured and representative body for discussing issues that interest them and to act as a strategic 'voice' for young people in Jersey
- Developing a Young People's Website which will provide a method for young people to access information on a variety of topics and improve lines of communication between the Youth Service and Young People
- Implement an annual Young People's Questionnaire to get feedback from both users and non- users of the Youth Service to gather information on how Jersey Youth Service can be improved
- Developing Young Worker Training for older young people aged 14- 17 years, enabling them to contribute to the running of their Youth Project whilst gaining training and experience that may enhance their career prospects
- Developing a 'Pledge to Young People' in conjunction with young people, to specify what the Youth Service aims to provide to show its commitment to young people

### **Draft Pledge to Young People**

Jersey Youth Service has adapted this draft pledge from the document that was developed by the National Youth Agency in 2002. It will consult with young people to adapt the Pledge to the needs of Jersey young people and will then ask the States to support the statement.

Jersey Youth Service will endeavor to provide the following:

- Safe, warm, well equipped and accessible venues for young people to meet at times when they are needed, giving them the opportunity to participate in a broad youth work programme which meets their needs
- Varied provision which includes building based youth work such as youth clubs, drop-ins and cafes, street based detached, mobile and outreach youth work and residential both on and off the island

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- Range of youth work opportunities to support young people's personal and social development including art, music, drama, sport and outdoor activities to develop new skills, build self-confidence and explore issues that impact on their lives
- Access to information and advice on a variety of issues that impact on their lives from trained and experienced youth workers who they trust and feel comfortable with, knowing they will be non-judgmental and supportive
- Opportunity to be involved in developing the Youth Service through decision making in their Youth Project and by completing an annual questionnaire to say what they think of youth service provision
- Empowered to have a voice and to be heard on issues that they feel strongly about both through a Youth Council and through other creative methods of involving various groups of young people
- Provide opportunities for young people to train as a Young Youth Worker or a Peer Educator
- Participate in recognized youth achievement programmes which offer accreditation for informal learning such as D. of E. Award, Prince's Trust programmes, On 2 Wheels or the Youth Achievement Award

### **Youth Service Target Age Range**

Jersey Youth Service has a unique role to play in young people's development. It targets its resources at young people aged 12 to 18 years, providing a broad range of personal and social development opportunities for them in various locations across the island. It is a generic service, in that it is there for all young people to access if they so wish. This is an important aspect of Youth Work; that it is something that young people choose to become involved in, mostly in their leisure time in the evenings, at weekends and during school holidays. It is important that programmes of youth work are delivered mostly during these times, in venues that are attractive and accessible to young people and which are interesting, exciting and fun. If not young people will 'vote with their feet' and not get involved in youth work and stay away from Youth Projects.

Jersey Youth Service also recognizes that there is a need to develop some targeted youth work with specific groups of young people which includes:

- Street based Youth Work with the hard to reach and vulnerable
- School based Youth Work with those not engaging with formal education
- Project based Youth Work to look at issues such as drugs or sexual behaviour
- Residential Youth Work to do some intensive work with a group

The Youth Service Curriculum Framework will support Youth Workers to develop appropriate Youth Work programmes to try to meet the needs of all young people.

### **Working with Older Young People**

Jersey Youth Service has traditionally worked with older young people up to 25 years who participate in the Duke of Edinburgh's Award. However it also needs to develop targeted work with older young people in need of some additional support.

As the delivery partner for the Prince's Trust the Youth Service is able to reach older young people who are vulnerable and face a variety of issues such as they have not achieved at school, are unemployed, have been in care or have had involvement with crime and/or drugs.

Programmes such as 'Team', a 12 week personal development course aimed at 16 to 25 year olds or 'Soundlive', a 5 day residential using music as a tool for personal development which targets those aged 18 to 25 years can make a real difference to lives of these older young people.

Youth Projects will also continue to develop youth work to meet the needs of older young people at local level through such as Young Parents or Unemployed Drop Ins.

### **Junior Youth Work**

The Youth Service has historically undertaken some work with those aged 9 to 11 years. This Junior Youth Work is not directly funded through the core Youth Service budget although it is often run in Youth Service buildings. It is often reliant on Volunteer Youth Workers and/or a Parent Rota, although the Senior Youth Worker supports and co-ordinates the Junior Youth Work based in their building. Junior Youth Work may receive external funding from the Parish or from other sources to pay for Sessional Youth Workers to run the sessions. The Youth Service runs Young Worker Training courses to encourage young people aged 14 - 17 years to get involved in helping at their Junior Youth Club. This can often lead them to becoming involved as an adult Volunteer or Sessional Youth Worker, and maybe the first step to a career in Youth Work.

The Youth Service recognizes there is a need to develop a Junior Youth Work Strategy to clarify the Youth Service's role in working with this younger age group. This would include exploring whether a major bid could be made to access external funding to be able to develop this area of work and to develop a partnership with Voluntary Organisations and other key agencies that are involved in providing opportunities for this age range.

## **2. Strategic Objectives**

### **Jersey Youth Service Statement of Purpose**

Youth Work is delivered by a diverse range of organizations in Jersey including voluntary youth organizations and the States of Jersey Youth Service. This statement recognizes the strength and potential of Youth Work and the impact it can have on the lives of young people in Jersey.

Youth Work provides a range of excellent opportunities for young people through:

- **involving** and **empowering** young people
- **celebrating** the creativity of young people
- **providing** personal and social development opportunities
- **working** towards equality of opportunity
- **encouraging** young people's participation
- **enabling** young people to become active citizens
- **promoting** a safe environment for young people

### **What is Youth Work?**

Youth Work is often hard to define. It is very flexible and can be delivered using a variety of methods and in a range of venues. In recent years professional youth workers have worked towards defining what Youth Work is by defining some of the key values that make Youth Work special. Jersey Youth Service has adopted the Youth Work Values that were developed by the National Youth Agency and promoted in the 'Resourcing Excellent Youth Services' report in 2002. These Youth Work Values provide a foundation for both Jersey Youth Service and the Youth Workers it employs. They explain what is meant by the term 'Youth Work' and clarify the key things that make Jersey Youth Service different from other services for young people in Jersey.

### **Youth Work Values**

- Young people choose to be involved in Youth Work not least because they want to relax, meet friends and have fun
- Youth Work starts where young people are - with their view of the world and their interests
- Youth Work seeks to go beyond where young people start, in particular by encouraging them to be critical and creative in response to their experience and the world around them by supporting exploration of new ideas, interests and creativity
- Youth Work takes place because young people are young people, not because they have been labeled or categorised as deviant
- Youth Work recognises, respects and is actively responsive to the wider networks of peers, communities and cultures which are important to young people



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- Through these networks Youth Work seeks to help young people achieve stronger relationships and collective identities through the promotion of inclusivity
- Youth Work is concerned with how young people feel and not just with what they know and can do
- Youth Work is concerned with facilitating and empowering the voice of young people
- Youth Work is concerned with ensuring young people can influence the environment within which they live
- Youth Work respects and values individual differences by supporting and strengthening young people's belief in themselves and their capacity to grow and change
- Youth Work works with other agencies which contribute to young people's social and personal development
- Youth Work compliments and supports formal education by encouraging and providing other opportunities for young people to achieve and fulfil their potential

### **Jersey Youth Service's 6 Commitments**

Jersey Youth Service has set itself 6 Commitments which it will work towards achieving during the next 5 years. These are:

1. To develop an excellent Youth Service which continues to develop to meet the needs of young people in Jersey
2. To provide a broad range of youth work opportunities targeting young people aged 12 to 18 years
3. To recruit, train and support sufficient youth workers to develop the skills and knowledge to deliver high quality youth work
4. To provide warm and attractive youth work venues which are open when young people need them
5. To work towards an equitable society by targeting young people in need of additional opportunities
6. To monitor youth work provision to ensure it uses resources efficiently and effectively

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**The Youth Service will achieve the 6 Commitments by working towards these Key Aims:**

**1. To develop an excellent Youth Service which continues to meet the needs of young people in Jersey**

- Define an excellent Youth Service using 'Resourcing Excellent Youth Services'
- Use Strategic Plan as a tool to improve Jersey Youth Service over the next 5 years
- Develop range of policies, guidelines, systems and structures for the Youth Service
- Clear communication for Youth Service especially with staff and young people
- Ensure Youth Participation is an integral to the development of the Youth Service
- Promote Youth Service and unique role it plays in providing services to young people

**2. To provide a broad range of youth work opportunities targeting young people aged 12 to 18 years**

- Use the Curriculum Framework to define Youth Work and explain how it works
- Deliver a variety of Youth Work to meet the needs of different young people
- Promote exciting, creative and positive Youth Work that really engage young people
- Extend the range of Youth Work opportunities on offer to young people
- Ensure the core budget is to deliver Youth Work at the target age range
- Promotion to raise young peoples awareness of Youth Work opportunities on offer

**3. To train and support youth workers to have the skills and knowledge to deliver high quality youth work**

- Implement Staff Development Policy so all staff get regular training and support
- Undertake regular staff audits to assess training needs and use staff skills
- Develop Annual Training Programme to meet the needs of staff and Youth Service
- Creative ways to provide Senior Youth Workers with development opportunities
- Flexible and creative ways for unqualified staff to gain Youth Work qualification
- Flexible and creative ways to encourage young people to seek career in Youth Work

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### **4. To provide warm and attractive youth work venues which are open when young people need them**

- Review buildings to meet H&S standards and accessibility for disabled young people
- Implement ongoing refurbishment programme for States owned / managed buildings
- Use 'Brighter Buildings' to involve young people in refurbishment of their Projects
- Develop grants scheme for young people to access for Youth or Community Projects
- Review opening times of Youth Projects to ensure they meet needs of young people
- Review Project opening times during day, early evening, weekends and school holidays

### **5. To work towards an equitable society by targeting young people in need of additional opportunities**

- Review the Equal Opportunities Policy and reaffirm the Youth Service's commitment
- Develop systematic approach to identifying the needs of young people in Jersey
- Identify key target groups of young people e.g. disadvantaged disengaged vulnerable
- Develop specific Youth Work relevant to these target groups and meet their needs
- Develop Youth Information work eg One Stop Shop, Website, Info Points, Directory
- Raise awareness of young people about being non-judgmental using creative projects

### **6. To monitor youth work provision to ensure it uses resources efficiently and effectively**

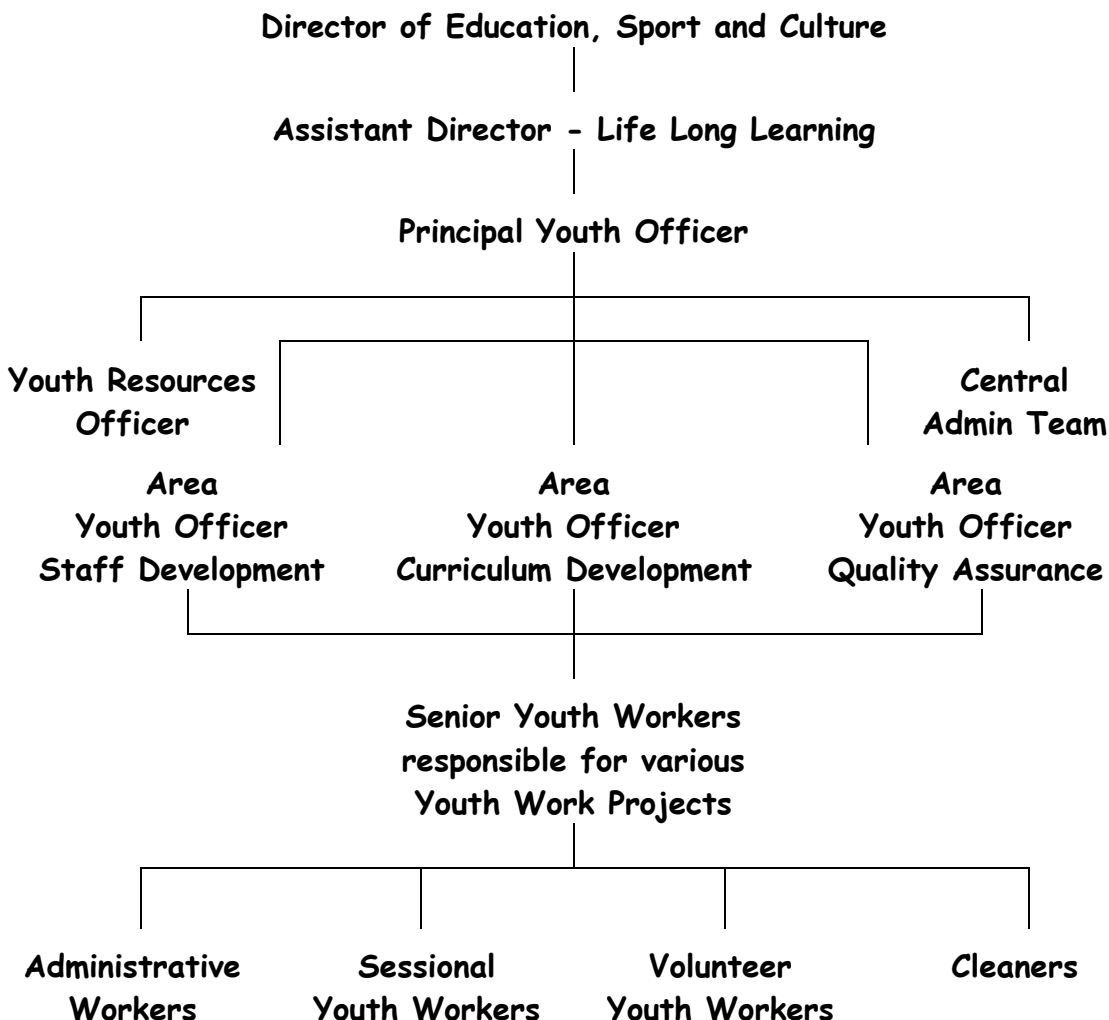
- Implement QA Framework for ongoing monitoring and evaluation of Youth Service
- Implement systematic Planning and Review process across the Youth Service
- Implement Financial systems and procedures across the Youth Service
- Develop Resources Database with a simple booking system to ensure easy access
- Involve young people monitoring Youth Service e.g. annual audit of users / non-users
- Engage independent consultant to inspect Youth Service and make recommendations

### **3. Management and Structure**

In order for Jersey Youth Service to achieve these key aims and objectives it will need strong leadership to provide the strategic direction to ensure it develops the structures and systems required of a modern organization.

#### **Structure of the Youth Service**

Jersey Youth Service is part of the Education, Sport and Culture Division. It has a structure which provides various levels of management and development. This includes the Senior Management Team, Senior Youth Workers, Sessional Youth Workers, Administration Workers and Cleaners. There are also those who support the Youth Service in a voluntary capacity including Voluntary Youth Workers, Young Workers and members of Advisory and Management Committees.



## **Staffing Structure**

### **Youth Service Senior Management Team**

The Senior Management Team is made up of 5 key people who are:

**Principal Youth Officer** with overall responsibility for the strategic management and development of the Youth Service including the budget, policies and procedures and the development of partnerships

**Youth Resources Officer** with responsibility for the overall management of buildings and resources as well as the overall co-ordination and development of the Duke of Edinburgh's Award

**Area Youth Officer - Staff Development** with responsibility for line managing some Senior Youth Workers plus service wide responsibility for the co-ordination of Staff Development and Training

**Area Youth Officer - Curriculum Development** with responsibility for line managing some Senior Youth Workers plus service wide responsibility for the development of the Youth Work Curriculum Framework

**Area Youth Officer - Quality Assurance** with responsibility for line managing some Senior Youth Workers plus service wide responsibility for the development of the Quality Assurance Framework

### **Senior Youth Workers**

The Senior Youth Workers are a team of professionally qualified youth workers who have responsibility for the day to day development and management of the Youth Projects which make up Jersey Youth Service. Many of these Youth Projects are building based and are well established. More recently the Youth Service has developed various projects to address specific issues faced by young people in Jersey. Many of the Youth Projects work in partnership with either their local Parish or various other agencies or voluntary organizations.

The Senior Youth Workers have responsibility for the following Youth Projects:

- St. Brelade Youth Project
- Café Youth Project
- Grands Vaux Youth Project
- St. Lawrence Youth Project
- La Motte St Youth Project
- Le Squez Youth Project
- St. Peter Youth Project
- Street Based Youth Project
- Maufant Youth Project
- St. Ouen Youth Project
- Youth Inclusion Project
- Trinity Youth Project
- Prince's Trust Team

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There are also potentially some new posts that will be developed as the Youth Service develops partnerships with the Parishes of Grouville and St John.

### **Sessional Youth Workers**

Each Youth Project has an allocation of sessional youth work hours which it uses to employ sessional or part-time youth workers to deliver face to face youth work. Sessional youth workers work a minimum of 3 hours per week. It is envisaged that some substantial sessional youth work posts will be developed in 2007 to create a number of Assistant Youth Worker posts at bigger Youth Projects to support the Senior Youth Workers in the delivery of more youth work provision.

Jersey Youth Service employs approximately 50 Sessional Youth Workers for a total of 10,000 hours per annum, averaging 250 hours of face to face youth work per week across the service.

### **Current Sessional Youth Work allocation :**

- |                   |                     |                   |                     |
|-------------------|---------------------|-------------------|---------------------|
| • Grands Vaux     | - 24 hours per week | • Le Squez        | - 24 hours per week |
| • La Motte Street | - 24 hours per week | • St Peter        | - 18 hours per week |
| • St. Brelade     | - 18 hours per week | • Maufant         | - 18 hours per week |
| • Move On Café    | - 18 hours per week | • Mobile          | - 12 hours per week |
| • Impact          | - 12 hours per week | • St Lawrence     | - 12 hours per week |
| • Trinity         | - 12 hours per week | • St. Ouen        | - 12 hours per week |
| • Gorey           | - 12 hours per week | • Youth Inclusion | - 12 hours per week |
| • D of E Award    | - 8 hours per week  | • Youth Council   | - 6 hours per week  |

### **Administrative Staff**

Jersey Youth Service has a team of Admin Staff to support the Youth Officers and Senior Youth Workers in the development and delivery of youth work provision. The 2 Central Admin Staff provide support for Senior Management Team. Another 4 Admin Staff support Senior Youth Workers in the Youth Projects. Their duties are varied but include answering the telephone, IT support, correspondence, financial support and inputting information onto Youth Base. This support enables the day to day efficient running of the Youth Service, providing the Youth Officers and Senior Youth Workers with professional support which enables them to use their time more effectively.

### **Cleaning Staff**

Each States owned / managed Youth Projects has a cleaner. Other Youth Projects based in Parish or Community buildings have cleaning staff employed by that organization.

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### **Policies and Guidelines**

To ensure the smooth running of Jersey Youth Service a number of policies and guidelines are needed to support staff in the delivery of excellent youth work provision. Some of these policies will be States or ESC documents which the Youth Service uses to meet required practice. The Youth Service is also in the process of developing some additional documents which are specific to delivering excellent Youth Work. The key Policies and Guidelines for Jersey Youth Service include:

- Staff Development Policy
- Curriculum Development Framework
- Quality Assurance Framework
- Child Protection Policy
- Health and Safety Policy
- Risk Assessment Guidelines
- Off Island Visits Policy
- Street Based Youth Work Policy
- Sessional Youth Worker Policy
- Volunteer Youth Worker Policy

### **Planning Process**

In order to achieve the effective and efficient use of resources the Youth Service is developing a Planning Process which will enable all staff and key stakeholders to be involved in the development of the service. Planning will take place at two key levels which are:

#### **Strategic Planning**


As part of the ongoing strategic development of the Youth Service the Principal Youth Officer, with the support of the Senior Management Team is responsible for writing the Strategic Youth Service Plan. As well as the overall 5 year plan there will be an Annual Youth Service Plan, which will outline what the Youth Service will be doing in the coming year. This will be completed by early December each year, ready to be implemented during the following year. It will work towards the aims and objectives of the 5 year plan but will have more detail and be more specific. It will also provide an opportunity for an ongoing review of how the Youth Service is progressing towards meeting the key aims and objectives outlined in the 5 year strategic plan.

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### Local Planning

Senior Youth Workers are responsible for writing an annual Youth Project Plan to show what their project will be doing in the coming year. This will be complete by early January each year, ready to be implemented in the coming year. It will need to show how each Youth Project is working towards the key aims and objectives of the 5 year plan. It will also be an opportunity for individual Youth Projects to review what has been achieved in the previous year and say how they plan to use their allocation of resources in the coming year. It will also be an opportunity to showcase good practice and celebrate the achievements of young people.

### Jersey Youth Service 5 Year Strategic Plan



Youth Service Annual Plan 2007	Youth Service Annual Plan 2008	Youth Service Annual Plan 2009	Youth Service Annual Plan 2010	Youth Service Annual Plan 2011
Youth Project Plans 2007	Youth Project Plans 2008	Youth Project Plans 2009	Youth Project Plans 2010	Youth Project Plans 2011

### Resources and Buildings

The Youth Resources Officer is the member of the Senior Management Team with overall responsibility for Youth Service resources including buildings, vehicles and equipment. This is a new but vital role within the Youth Service. It incorporates responsibility for the auditing and the health and safety of resources.

Currently the Youth Service owns or manages the following buildings:

- Grands Vaux Youth Project
- Le Squez Youth Project
- Maufant Youth Project
- Gorey Youth Project
- La Motte Street Youth Arts Project
- Queens Jubilee Activity Centre at Crabbe

In the last 2 years the Youth Service has invested in a refurbishment programme in Le Squez, Grands Vaux, Maufant and Gorey Youth Projects to try to bring them up to a high standard. The Youth Projects themselves have also fund raised to make improvements. Each now has a Drop-In Café facility with internet access. They also have a large sports hall, kitchen facilities, dance studios and Grands Vaux even has a Fitness Studio and a



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Climbing Wall. Some still need some further work, but it is envisaged that this will be completed in 2007. They will then just need a rolling programme of repairs and maintenance.

The La Motte Street Centre which incorporates the Sounds Music Project has undergone some improvements in 2006, creating the Print Room Lounge and Café Diner. This has greatly improved the facility and broadened the youth work which will be delivered there. It is an old building so there is a need for further refurbishment, but the central location means that it is accessible to a large number of young people from all over the island. It also acts as a base for a variety of projects including the Prince's Trust, the Duke of Edinburgh's Open Award Group and the Youth Council. The main purpose of La Motte Street will be Youth Arts, but it is hoped that this will broaden to include dance, drama, film and visual arts as well as all types of music. It will hopefully become a vibrant and exciting project which is a focus for young people's creative development.

The Queen's Silver Jubilee Activity Centre is coming up to its 30<sup>th</sup> Anniversary. It has been well used by both schools with youth projects and thousands of young people benefiting from the facility over the years. The Youth Service will continue to develop the Centre, making improvements to the facilities and ensuring it meets the needs of the user groups.

The Youth Service has a number of vehicles, some of which are owned and/or managed centrally and others are owned and/or managed by Youth Projects. Currently the Youth Service has the following vehicles:

- Mobile Youth Project - St Peter
- Mobile Youth Project - Central (recently scrapped but to be replaced)
- Mobile Theatre
- 7 Mini Buses based at the Youth Office, Maufant, Le Squez, Grands Vaux, St Ouen, St Peter and Trinity
- Van for carrying equipment
- Motorbikes and Trailers for the On 2 Wheels Project

The Youth Service has developed policies and procedures to ensure all vehicles meet health and safety standards in that they are regularly maintained and appropriately insured.

The Youth Service owns a range of equipment, some of which is held centrally but other items are owned and managed by Youth Projects. An audit of the equipment has recently been undertaken and a new booking system is being developed.

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### Financial Management

Jersey Youth Service has a budget made up of approximately £1.2 million States funding and £250K from other sources. In the last 3 years the Youth Service has had an increase of £80K from the States each year which has enabled it to develop the Partnerships with Parishes and increase staffing levels.

	2004	2005	2006
<b>Expenditure</b>			
Civil Servants	67,970	38,394	67,999
Professional Youth Workers	518,666	653,611	829,065
Sessional Youth Workers		79,933	170,981
Admin Support Staff	65,291	120,057	141,841
Cleaners / Manual Workers	44,464	49,599	53,969
Premises	37,162	209,130	43,000
Supplies	38,942	31,736	33,700
Transport	4,969	4,734	
Admin	53,169	31,789	29,500
Grants	206,329	48,606	55,000
<b>Total Expenditure</b>	<b>1,036,355</b>	<b>1,267,589</b>	<b>1,425,055</b>
<b>Less Income</b>	<b>- 9,209</b>	<b>- 132,235</b>	<b>- 240,884</b>
<b>Net Youth Service Budget</b>	<b>1,027,755</b>	<b>1,135,354</b>	<b>1,184,171</b>

In 2006 the Youth Service received an Internal Audit which made a number of key recommendations which have been acted upon and included the development of:

- Consistent systems and procedures for the efficient operation of the Youth Service at both strategic and local levels
- Performance indicators and methods of measuring progress to ensure that resources are used effectively
- Strategic statement which clarifies the key aims and objectives of the Youth Service including the age range
- Comprehensive set of policies and procedures which are monitored and reviewed to ensure they meet the needs of the Youth Service
- Partnership agreements and Service level Agreements which are clearly documented to ensure commitment from all parties
- Recording systems, including the Youth Base Management Information System to monitor the delivery of face to face youth work
- Clarity on the cost of running each Youth Project and support to ensure they adhere to financial systems
- Improved registration and grant allocation scheme for Voluntary Youth Groups, including Uniformed Organisations, including ongoing monitoring
- Improve the administration and management of the Queen's Jubilee Activity Base at Crabbe

#### **4. Working in Partnership**

Jersey Youth Service recognises the importance of working in partnership with other key agencies. It has developed some key partnerships in the last 3 years, including those with some of the Parishes, Voluntary Youth Projects, Uniformed Organisations, other Voluntary Organisations and Charities. It has also worked in close partnership with other States Departments including involvement in Multi-Agency partnerships. Jersey Youth Service is committed to continuing to develop and consolidate such partnership work.

##### **Partnerships with the Parishes**

The Youth Service has now established a number of partnerships in some of the 12 Parishes in Jersey. These include Partnership Agreements in St Peter, St Ouen, St Lawrence and Trinity. This investment has enabled the Youth Service to employ more professionally qualified youth workers and has increased the amount of youth work being delivered in these Parishes.

The Parishes of St Helier, St Brelade, St Clement, St Saviour and St Martin have in the past provided some funding to support their local Youth Projects, but no formal Partnership Agreement has been signed yet. It is hoped that Partnership Agreements will be discussed and developed in these Parishes in the near future.

The Youth Service will also be discussing Partnership Agreements with those Parishes that have no professional youth worker to develop and manage local youth work provision. These are the Parishes of Grouville, St John and St Mary.

##### **Partnerships with Voluntary and Uniformed Youth Organisations**

The Youth Service has traditionally worked in Partnership with Voluntary Youth Organisations including Uniformed Groups. Jersey Youth Service has developed a registration system for small Voluntary Youth Projects to apply to. This requires them to show they meet certain standards to ensure they provide safe and good quality youth work provision. Once registered a Voluntary Youth Project receives various benefits including ongoing support and the ability to access to training and resources. The Youth Service also has a Partnership Agreement with the Scouts and the Guides which shows the value it has for their work by supporting them with a small annual grant and by providing accommodation, where possible, for some of their groups.

##### **Partnerships with Voluntary Organisations and Charitable Trusts**

The Youth Service works with a variety of Voluntary Organisations. A good example of this is the Youth Inclusion Project. This has involved the support of two key Voluntary Organisations; Autism Jersey and Jersey Mencap. This partnership has accessed funding from the Lloyds TSB Foundation which has led to employing a professional youth worker to support the project. By working together in partnership, and with the support of

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Charitable Trusts, resources and expertise have been pooled for the benefit of young people.

The Youth Service has also worked in partnership with the Duke of Edinburgh's Award for many years and is responsible for the operation of the Award in Jersey. More recently it has become the key Delivery Partner for the Prince's Trust in Jersey. These are good examples of how working in partnership can be of huge benefit to young people in Jersey.

### **Partnerships with Key Statutory Agencies**

The Youth Service has a history of working in partnership with various key Statutory Agencies and Organisations. It has developed and established the work it undertakes with Key Partner agencies in the last 3 years. This has raised the profile of the Youth Service by showing that youth work can have a real impact on young people in Jersey. A good example of this is the Youth Work that is being delivered in schools. This includes running various youth achievement programmes such as On 2 Wheels or the Prince's Trust xl programme. These alternative education programmes enhance what the school offers and often re-engage young people into formal education.

Partnerships with other agencies such as Health Promotion, Community Safety, or the Police also show the important role youth work can play in supporting disengaged young people that other agencies find it difficult to reach.

### **Multi-Agency Partnerships**

Jersey Youth Service is involved in a number of strategic multi agency groups including the Building a Safer Society Community Safety Partnership, who fund the Street Based Youth Worker post and have also put some funding towards acquiring a new Mobile Youth Project. The Youth Service is also involved with The Bridge where it is offering support to develop youth work 2-3 nights a week for young people who live in the catchment area. The Youth Service also works in partnership with Family Nursing to run a Young Mums Group at The Bridge.

The Youth Service has also set up a multi-agency group to develop the Youth Information Directory and Website with representatives from YAT, Careers, Libraries, Work Wise, Health Promotion, Education Welfare, CAB, Brooke and of course the Youth Service. By working together and bringing varied expertise to the project the result has been an exciting new project which will benefit many young people in Jersey.

By being part of these multi-agency partnerships the Youth Service plays an important role in discussions about young people in Jersey. Youth Work has a vital role to play in the development of young people in Jersey. Sometimes the only positive relationship the young person might have is with a youth worker. By talking about youth work at multi agency meetings the Youth Service is able to raise the awareness of the impact youth work can make.

## **5. Staff Development**

Jersey Youth Service recognizes that Youth Workers are the most valuable resource it has and is committed to ensuring they receive sufficient training opportunities and support to enable them to deliver high quality youth work.

### **Roles and Responsibilities**

As Jersey Youth Service continues to develop and change to meet the needs of young people it needs to review and clarify the roles and responsibilities of staff at all levels. This is an ongoing process and will be undertaken in conjunction with annual appraisals and professional performance assessments so that staff are able to deliver the best youth work provision for young people in Jersey.

### **Staff Development Framework**

Jersey Youth Service is developing a Staff Development Framework to provide:

- A clear Policy Statement confirming Jersey Youth Service's commitment to providing training and development opportunities for all staff
- A comprehensive Training Programme to meet the development needs of all Youth Workers as well as those of the Youth Service
- Clear systems and procedures to ensure all Youth Workers feel valued and receive adequate support and supervision

The Staff Development Framework will have a range of systems to support staff and ensure they have the skills and knowledge to do their jobs including:

### **Training Opportunities**

Jersey Youth Service has an Annual Training Programme which provides various training opportunities for all staff including Young Youth Workers, Volunteer and Sessional Youth Workers, Senior Youth Workers and Youth Officers.

Training opportunities for young people include the Young Workers Residential, which is run by Senior Youth Workers at least once a year.

Volunteers can access a range of training to help them to develop the skills and knowledge to enable them to deliver youth work safely is regularly provided and includes the Introduction to Youth Work, First Aid and Child Protection courses.

Sessional Youth Workers can now access an NVQ Level 2 in Youth Work. This has been developed in partnership with Highlands College. An NVQ Level 3 may also be developed.

Jersey Youth Service is also hoping to support some Sessional Youth Workers to gain a professional qualification. This will enable the Youth Service to 'grow its own' Senior Youth Workers. The aim is to establish training bursaries for distance learning professional youth work training whilst still living and working in Jersey.

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The ongoing professional development of both Senior Youth Workers and Youth Officers is important to ensure they maintain the skills and knowledge to develop the Youth Service. This is partly addressed by the monthly Youth Service meetings and the Inset training days at the beginning of each term, which allow Senior Youth Workers and Youth Officers to address current youth work developments.

Jersey Youth Service engages specialist trainers from the UK to deliver ongoing professional Youth Work training courses in Jersey. Although this can be expensive it can be more cost effective than sending staff to the UK.

The Senior Management Team have applied for the Modern Managers Training that is being offered as part of the States of Jersey training programme.

### **Supporting Staff**

The Youth Service supports its staff using some creative methods to ensure all Youth Workers have access to sufficient support and feel valued. Senior Youth Workers are responsible for a diverse workforce including Volunteers and Sessional Youth Workers. Regular Team Meetings at each Youth Project enable all staff to feel part of a team. There is also regular on the job support and the opportunity to attend youth service meetings, conferences and events. Sessional Youth Workers also receive a regular one to one supervision from the Senior Youth Worker.

Senior Youth Workers access regular support and supervision from the Area Youth Officer who line manages them. They also attend monthly Youth Service meetings as well other Youth Service training, conferences and events.

### **Recruitment and Selection**

The Youth Service is developing a recruitment and selection system which meets the States policy, but is creative and flexible, so youth work vacancies are recruited more easily. Recruitment is an ongoing issue so to ease the problem the Youth Service is:

- Growing its own Volunteers and Sessional Youth Workers by encouraging young people aged 14 - 17 years to become Young Youth Workers
- Growing its own Sessional Youth Workers by encouraging Volunteers aged 18+ to apply for Sessional Youth Worker posts as and when they become available
- Establishing a recruitment and selection process which is accessible and encourages local people to become Volunteers and Sessional Youth Workers
- Establishing some substantial Sessional Youth Worker posts which enable some staff to work sufficient hours to access the professional training
- Flexibility to allow for the professional development of Senior Youth Workers and Officers including secondments, job shares, etc

## **6. Curriculum Development**

The Youth Service Curriculum is based on the Every Child Matters 5 Key Areas of Development. This table shows the Youth Service contribution to them.

### **Every Child Matters 5 Key Areas of Development**

<b>Key Development Area</b>	<b>Needs of Young People</b>	<b>Contribution of Youth Service</b>
<b>Being Healthy</b>	<ul style="list-style-type: none"> <li>• Physical health</li> <li>• Emotional health</li> <li>• Sexual health</li> <li>• Healthy lifestyles</li> <li>• Healthy choices</li> </ul>	<ul style="list-style-type: none"> <li>• Sports and games</li> <li>• Challenging activities</li> <li>• Drama and roleplay</li> <li>• Cooking</li> <li>• Drug education</li> </ul>
<b>Staying Safe</b>	<ul style="list-style-type: none"> <li>• Challenging behaviour</li> <li>• Anti-bullying</li> <li>• Anti-discrimination</li> <li>• Victims of crime</li> <li>• Taking responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Consequential thought</li> <li>• Raising self-esteem</li> <li>• Residential work</li> <li>• Self-defence</li> <li>• Raising awareness</li> </ul>
<b>Enjoying and Achieving</b>	<ul style="list-style-type: none"> <li>• Informal education</li> <li>• Personal development</li> <li>• Decision making</li> <li>• New opportunities</li> <li>• Re-engaging in school</li> </ul>	<ul style="list-style-type: none"> <li>• D. of E. Award</li> <li>• On 2 Wheels</li> <li>• Peer Education</li> <li>• Prince's Trust xl</li> <li>• Outdoor education</li> </ul>
<b>Making a Positive Contribution</b>	<ul style="list-style-type: none"> <li>• Citizenship</li> <li>• Volunteering</li> <li>• Environment</li> <li>• Community</li> <li>• Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Council</li> <li>• Young Workers</li> <li>• Buddying</li> <li>• Youth Arts</li> <li>• Video making</li> </ul>
<b>Achieving Economic Well-being</b>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Training</li> <li>• Developing new skills</li> <li>• Team building</li> <li>• Celebrating success</li> </ul>	<ul style="list-style-type: none"> <li>• Confidence building</li> <li>• Work experience</li> <li>• Prince's Trust Team</li> <li>• Support and advice</li> <li>• Use of IT</li> </ul>

## **Curriculum Framework**

The Jersey Youth Service is developing a Curriculum Framework to provide:

- A Policy Statement which clearly confirms Jersey Youth Service's commitment to use the Curriculum Framework to inform and improve its Youth Work delivery
- Clear guidance to enable all Youth Workers to understand the process involved in developing Curriculum Based Youth Work
- Curriculum Packs with suggestions and ideas to give practical support for the delivery of high quality Curriculum Based Youth Work

## **Key Curriculum Areas**

Jersey Youth Service is developing a number of Curriculum Packs to complement the Practical Guidance. They contain a range of practical ideas to support Youth Workers to deliver high quality Youth Work. Each of the Curriculum Packs is based on one of the Key Curriculum Areas which include:

- Youth Participation
- Youth Achievement
- Issue Based Youth Work
- Youth Arts and Creativity
- Challenging Activities
- Health and Fitness
- Sexual Health and Relationships
- Drugs and Alcohol

## **Curriculum Based Youth Work**

It is important for Youth Workers to understand exactly what the Youth Work Curriculum is if they are to use it to improve and develop the Youth Work they deliver. To ensure that all Youth Workers use the Curriculum Framework it will be discussed and disseminated through meetings and training events.

Youth Workers will need to recognise and assess the curriculum needs at their Youth Project and explore how young people learn if they are to plan and then deliver Curriculum Based Youth Work

They will then go on to assess the progress by recognising the young people's achievements and growth. The role of evaluation will be the key to ensure continued improvement of Curriculum based Youth Work practice.

The Curriculum Framework is a practical tool used for planning Youth Work. It is important to base Youth Work on the Curriculum so that a broad and varied range of



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opportunities can be developed for young people that are fun and enjoyable, encourage participation and learning and contribute effectively to their personal and social development.

### **Implementing the Youth Work Curriculum**

All Youth Workers need to have an understanding of the Curriculum Framework and be involved in the implementation of Curriculum based Youth Work. To ensure this happens the following action will be taken:

- Develop the Jersey Youth Service Curriculum Framework in consultation with Senior Youth Workers
- Develop Curriculum Packs for each of the Key Curriculum Areas by setting up a working group of Senior Youth Workers for each area
- Dissemination of the Jersey Youth Work Curriculum Framework to all Youth Workers to raise awareness of Curriculum Based Youth Work
- Ongoing training to ensure all Youth Workers understand the Youth Work Curriculum and are confident to deliver Curriculum Based Youth Work
- Development of Youth Work Curriculum Packs to provide useful, practical support for Youth Workers to deliver Curriculum based Youth Work
- Review of the Jersey Youth Work Curriculum Framework on a regular basis to ensure it continues to reflect the needs of young people

The successful implementation of the Youth Work Curriculum will be measured against the Jersey Youth Service's Quality Assurance Framework.

The Youth Work Curriculum will enable Jersey Youth Service to achieve its Vision to develop an excellent Youth Service that meets the needs of young people. It will also enable the Youth Service and Youth Workers to clearly express and define what Youth Work is to key partners and stakeholders, and to demonstrate the impact Youth Work can have on the young people in Jersey.

## **7. Quality Assurance**

Jersey Youth Service is committed to becoming an excellent Youth Service and is developing various methods of monitoring and evaluating what it does.

### **Quality Assurance Framework**

Jersey Youth Service is developing a Quality Assurance Framework will provide:

- A clear Policy Statement confirming Jersey Youth Service's commitment to using the Quality Assurance Framework to monitor its Youth Work delivery
- Clear Youth Work Standards and targets for the Youth Service to work towards to achieve high quality youth work provision
- Assessment Procedures which involve Youth Workers and Young People in the monitoring and evaluation of the Youth Service

The Quality Assurance Framework will also have a range of methods to monitor and evaluate the delivery of youth work. They will include some specific Quality Standards for Youth Work, some Annual Targets for the Youth service to work towards, some Performance Indicators to help measure success, the Youth Base Management Information System to collect statistics and registering as a Youth Service to work towards the N.Y.A. Youth Service Quality Mark.

### **Quality Standards for Youth Work**

These standards were developed in the UK and have been adapted to the needs of Jersey Youth Service to provide a series of quality standards for the Youth Service to work towards.

- Target resources at young people aged 12 - 18 years
- Reach at least 25% of this target age range in any given year
- Provide a balanced range of youth work provision
- Respond to the developing needs of young people
- Involve young people in the development of the service at all levels
- Employ appropriately trained and qualified staff
- Provide a range of ongoing training opportunities for all staff
- Monitor progress through a quality assurance framework
- Invest in buildings, resources and equipment
- Provide high quality management and support
- Access additional funding for work with vulnerable young people aged 19-25
- Access additional funding for Junior Youth Work with young people aged 9-11

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### **Annual Targets**

These will be used to measure how many young people the Youth Service works with in any one year as part of a national annual audit and so that we can benchmark ourselves against other Youth Services. The targets are:

- At least 25% of the total population of 12 - 18 year olds has contact with Jersey Youth Service
- At least 15% of this group participate in the Youth Service curriculum
- Of these participants, at least 60% have a recorded outcome
- Of these participants, at least 30% have an accredited outcome

### **Performance Indicators**

These will be used together with the Annual Target figures to measure the youth work provision in Jersey. The performance indicators are:

- total number of hours youth work projects are delivering youth work
- number of youth work opportunities lasting 3 hours or more available to young people in the Youth Service target age range
- number of youth work opportunities lasting more than 12 hours with a recorded outcome
- number of youth work opportunities lasting more than 30 hours with an accredited outcome
- number of youth work opportunities targeting young people 'in need'

### **Management Information System**

Jersey Youth Service has invested in the Youth Base M.I.S. to collect accurate information on youth work being delivered including the following information:

- how many Youth Work sessions are run during any particular week
- how many young people attended the various sessions
- the age, sex and ethnic background of the young people
- how many staff worked and for how many hours during those sessions

This information will be collated and used in the planning process and the monitoring and evaluation of youth work at both local and service wide levels.

### **The Youth Service Quality Mark**

Jersey Youth Service is currently working towards the National Youth Agency Quality Mark (YSQM). It has been developed as a means of improving organisational quality across 11 standards areas:

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- Performance management
- Management information
- Quality assurance
- Equality and diversity
- Curriculum/programme of work
- Legal requirements
- Personal and social development
- Involving young people
- Workforce development
- Partnerships
- Resources

The initial Self Assessment will provide the basis of an improvement plan for the service with the expectation that it will complete this annually and it will:

- Identity strengths and weaknesses
- Set a benchmark to use to see how the organisation has improved
- Provide evidence of the organisation's commitment to improvement
- Provide evidence of its ability to improve and improvements achieved

Within the YSQM Self Assessment process there are four levels of scoring which assist the organisation to gauge their current level:

- **Emerging** - systems are insecure and not fit for purpose. Managers have insufficient measures in place in this area to meet even minimum requirement, but they are able to self-identify where weaknesses exist.
- **Aspiring** - managers are aware of the gaps that exist in this area. Practice in this field may be appropriate and reflect acceptable standards. However, systems are insufficiently robust.
- **Established** - good overall performance in this area. Systems are fit for purpose and meet all requirements. Policies are current and are disseminated widely.
- **Advanced** - performance in this area is very good. The organisational has established systems and policies, which have a clear impact at all levels. Managers monitor performance systematically and workers are directed towards maintaining work at this level

Jersey Youth Service is committed to the provision of high quality youth work and will work towards the YSQM during the next 5 years by doing the following:

- 2007 - Staff training & initial Self Assessment
- 2008 - Achieve **Aspiring** standard
- 2009 - Achieve **Established** standard
- 2010 - Achieve **Advanced** standard
- 2011 - External Inspection of Jersey Youth Service

**Action Plan for 2007**

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**Appendix: Key Aims from 5 Year Strategic Plan**

## **Introduction**

The Jersey Youth Service Action Plan for 2007 has been developed in response to 5 Year Strategic Plan. It outlines what actions the Youth Service is planning to undertake in 2007 to work towards achieving the aims and objectives of the Strategic Plan.

The Action Plan is broken down into 6 Sections, each linked on one of the Key Aims. In each Section there are a number of action points. The start date for when a particular action will begin is given. The initials of the Youth Officer from the Youth Service Senior Management Team who will be taking a Lead on that particular action point are also given. This Team consists of the following:

Principal Youth Officer

Youth Resources Officer

Area Youth Officer - Curriculum Development

Area Youth Officer - Staff Development

Area Youth Officer - Quality Assurance

The aim is that by the end of 2007 the Youth Service will have achieved all the actions outlined in this Action Plan. At the end of 2007 there will be a review of the Action Plan which will reflect on what has been achieved and if anything has not been achieved it will look at the reasons why.

Each year a new Action Plan will be developed, reflecting on the past year and linking to the 5 Year Strategic Plan. By 2011 the hope is to have achieved all the aims and objectives as outlined in the Strategic Plan and for Jersey Youth Service to be recognized as an excellent Youth Service.

Finally, an appendix has been added to this Action Plan which outlines the Key Aims of the Strategic Plan and identifies the Objectives, the Methods and the Performance Indicators which will be used to achieve the Key Aims. This will be a useful reference tool to link the Action Plan to the Strategic Plan.

## **A Strategic Development**

**Lead**

### **A.1 Policies and Procedures**

**Links to Key Aim: 1.3**

#### **Review of policies and procedures**

**Start: January Lead - PYO**

A review of policies and procedures was started in 2006 and will be an ongoing process. Many of the policies and procedures used by the Youth Service are States documents so all that needs to be done is to ensure staff are aware of them and adhere to them, providing some guidance or training where necessary. Other policies and procedures are particular to the Youth Service. Some just need updating but others need developing from scratch. The review will identify any gaps and the need for new policies and procedures will be identified. These will then be prioritized and a member of the SMT will take responsibility developing particular areas. Working groups will be set up as necessary so that Senior Youth Workers will also have the chance to be involved. It will take time to develop and implement any new policies and procedures. It will be important to do this in stages. The initial documents to be developed will be the Staff Development Framework, the Curriculum Framework and the Quality Assurance Framework.

### **A.2 Communication**

**Links to Key Aim: 1.4**

#### **IT Development**

**Start: January Lead: YRO**

Jersey Youth Service has a number of computers in the central Youth Office which are on the States network and therefore have the support and backup of the ESC IT department. Each of the Youth Projects also has computers for the Senior Youth Workers and Admin Staff as well as having a number of computers available to young people during youth work sessions. These computers based in Youth Projects are not on the States network and do not receive support from the ESC IT department. For the last couple of years the ESC IT department has funded some IT support from external companies, but the funding has now ended and the Youth Service will have to fund this from their own budget. There is a need to explore different methods of supporting the Youth Project based computers to get the most efficient and effective service available.

#### **Update and improve Youth Service pages on States Website** **Start: March** **Lead: AYO**

The Youth Service pages of the States Website were established last year. Now there is a need to develop a system of updating them on a regular basis. This will be done by one of the AYO's who is a member of the Youth Service SMT. He will be doing this on a regular basis to ensure that information on the website is relevant and up to date. He is also a member of an ESC working group developing the ESC Intranet. This will be developed in 2007 and will enable the Youth Service to put Youth Service documents on line, making them available to staff.

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### **Develop Jersey Youth Service 'big sheet'**

**Start: March Lead: PYO**

The 'big sheet' will be a poster with a range of information on it about Jersey Youth Service. It will fold into 4, making it A4 size when folded and will be a great way of disseminating the Youth Service Strategic Plan in an easy to read format. It will be distributed to staff and key stakeholders including politicians, management committees, young people and key partners.

### **A.3 Youth Participation**

**Links to Key Aim: 1.5**

#### **Develop Youth Participation Working Group**

**Start: February Lead: PYO**

Youth Participation is an integral part of any Youth Service. Involving young people is a key element to the development of a Youth Service. In Jersey we will be setting up a working group made up of members of the SMT and some Senior Youth Workers to work towards a Youth Participation Strategy.

#### **Develop Youth Participation Strategy**

**Start: April Lead: PYO**

The Youth Participation Strategy will look at engaging and involving more young people in the development of the Youth Service. It will encompass a range of things including the development of the Youth Council, the development of Young Worker Training, how young people will be involved in the development of Youth Projects, the development of the Young People's Survey and how Jersey Youth Service will develop the Hear by Right Standards.

### **A.4 Partnership Work**

**Links to Key Aim: 1.6**

#### **Developing and Reviewing Partnership Agreements**

**Start: July Lead: PYO**

The Youth Service has developed some strong partnerships with a number of Parishes and other organizations. It now hopes to develop some additional Partnership Agreements with the Parishes of St Helier, Grouville, St Clement, St Saviour, St Martin and St Brelade. It will also review some of the current Partnership Agreements as they come up for renewal.

#### **Develop Multi-Agency Links**

**Start: January Lead: PYO**

Jersey Youth Service works in partnership with various States departments and other key agencies including the voluntary sector. It hopes to continue to build inter agency links and have representation on key Multi Agency Partnerships. Two key partnerships that it is keen to be involved in are the Jersey Child Protection Committee and the Children's Executive.

#### **Development of Waterfront Youth Facilities**

**Start: January Lead: PYO**

The States of Jersey are committed to the development of Youth Facilities as part of the major developments going on at the Waterfront. A site has been identified for this and it will include a skate park. The Youth Service will work with politicians, planning, architects and others to ensure this facility meets the needs of young people.



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<b>B.</b>	<b>Youth Work Delivery</b>		
<b>B.1</b>	<b>Curriculum Framework</b>	<b>Links to Key Aim 2.1</b>	
<b>Development and Dissemination of Curriculum Framework</b>		<b>Start: February</b>	<b>Lead: AYO</b>
<p>A working group will develop the Curriculum Framework. This document has been drafted but needs to be finished and consulted on. One of the AYO's who is a member of the Youth Service SMT will be taking a lead on this. The Curriculum Framework will be important in the planning and delivery of youth work programmes. It will need to be disseminated to all Youth Workers and then this will be followed by some training. Curriculum Packs will be developed for each key Curriculum Area and then piloted in Youth Projects.</p>			
<b>B.2</b>	<b>Monitoring Youth Work Delivery</b>	<b>Links to Key Aim: 2.2 and 2.4</b>	
<b>Monitor Young People Accessing the Youth Service</b>		<b>Start: January</b>	<b>Lead: YRO</b>
<p>Jersey Youth Service will continue to use Youth Base to monitor how many young people access youth work provision. However, it is recognized that Youth Base is not achieving the results needed so research will be undertaken to look at alternative methods of monitoring youth work.</p>			
<b>Development of new ideas for Youth Work Programme</b>		<b>Start: June</b>	<b>Lead: YRO</b>
<p>This is something that the Youth Service needs to do continually to ensure it meets the needs of young people. The development of Curriculum Packs will link to this.</p>			
<b>B.3</b>	<b>Junior Youth Work</b>	<b>Links to Key Aim 2.5</b>	
<b>Set up working group to develop Junior Youth Work Strategy</b>		<b>Start: March</b>	<b>Lead: PYO</b>
<p>It has been long recognized that there is a need for junior Youth Work, but that it is not something that can be funded from the core Youth Service budget. The working group will develop a strategy to move this area of work forward.</p>			
<b>Bid for external funding to develop Junior Youth Work in Jersey</b>		<b>Start: April</b>	<b>Lead: PYO</b>
<p>Jersey Youth Service recognizes there is a need for Junior Youth Work. However, as this cannot be funded from the core Youth Service budget it will seek to access external funding to develop Junior Youth Work strategically in Jersey.</p>			
<b>B.4</b>	<b>Increasing young peoples awareness</b>	<b>Links to Key Aim 2.6</b>	
<b>Develop promotional material aimed at young people</b>		<b>Start: April</b>	<b>Lead: PYO</b>
<p>There is a need to raise young peoples awareness of what is being offered by the Youth Service in Jersey by developing various promotional material aimed at young people. This will keep young people informed of opportunities and increase the numbers accessing youth work.</p>			

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<b>C</b>	<b>Staff Development</b>		
<b>C.1</b>	<b>Roles and Responsibilities</b>	<b>Links to Key Aim: 3.1</b>	
<b>Review roles and responsibilities Area Youth Officers</b>		<b>Start: January</b>	<b>Lead: PYO</b>
The Area Youth Officers roles and responsibilities are changing and need to be reviewed. Some of their responsibilities are Area based, but they also have strategic responsibilities which are Youth Service wide. There is a need to review JDs as these were developed in an ad hoc way and are no longer relevant to the jobs they do, completing the Hay process by the end of 2007.			
<b>Review roles and responsibilities of Senior Youth Workers</b>		<b>Start: June</b>	<b>Lead: PYO</b>
There is also a need to review the roles and responsibilities of the SYW in consultation with the Union and also with staff. This will provide a clear progression route for Youth Workers.			
<b>C.2</b>	<b>Staff Development Framework</b>	<b>Links to Key Aim: 3.1</b>	
<b>Development of the Staff Development Framework</b>		<b>Start: April</b>	<b>Lead: AYO</b>
The Staff Development Framework will provide the systems and structures needed to ensure all staff have appropriate support and guidance. A working group will develop this document. Much of the content already exists either as a States or as a Youth Service document. It will pull these documents together and will link them all together for easy reference and use.			
<b>C.3</b>	<b>Training Programme</b>	<b>Links to Key Aim: 3.2 and 3.3</b>	
<b>Develop new rolling Training Programme for 07/08</b>		<b>Start: September</b>	<b>Lead: AYO</b>
The Youth Service offers a variety of Training Courses throughout the year. A regular Training Audit will be undertaken to identify training needs. The Annual Training Programme will cover from September to July and will outline all Training Courses, Conferences and Events on offer.			
<b>Review local qualification routes</b>		<b>Start: June</b>	<b>Lead: AYO</b>
The NVQ2 Youth Work Course began in Sept 2006 in partnership with Highlands. The service needs to review qualification routes offered to 'unqualified' staff and the role of the NVQ.			
<b>Recruitment of Sessional and Volunteer staff</b>		<b>Start: January</b>	<b>Lead: AYO</b>
There is an ongoing need to look at how to improve the recruitment, retention and support of Sessional and Volunteer Youth Workers, looking for creative, new approaches to doing this.			
<b>C.4</b>	<b>Training Bursaries</b>	<b>Links to Key Aim: 3.5</b>	
<b>Develop Bursaries for Staff to access Professional Training</b>		<b>Start: April</b>	<b>Lead: AYO</b>
To 'grow its own' professional youth workers the Service will be looking for a sponsor to fund bursaries to support Sessional Youth Workers to access the professional qualification.			

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<b>D.</b>	<b>Youth Work Venues</b>		
<b>D.1</b>	<b>Building Improvement Plan</b>	<b>Links to Key Aim 4.1 and 4.2</b>	
<b>Identify Youth Service Buildings that need improvements</b>		<b>Start: February</b>	<b>Lead: YRO</b>
<p>There are several Youth Projects that are owned or leased by the States of Jersey which the Youth Service has responsibility for managing. The Youth Resources Officer will be responsible for developing a Building Improvement Plan which will identify those buildings in need of refurbishment or redecoration. In the last few years the Youth Service has tried to bring its buildings up to scratch and will continue to do this in 2007.</p>			
<b>Develop System for Efficient Property Maintenance</b>		<b>Start: February</b>	<b>Lead: YRO</b>
<p>The Youth Service works together with Property Holdings to ensure all their buildings are kept in good order and meet Health and Safety Standards. The Youth Resources officer will be developing a new system for Senior Youth Workers to report any maintenance and repair issues.</p>			
<b>D.2</b>	<b>Brighter Buildings Campaign</b>	<b>Links to Key Aim 4.3 and 4.4</b>	
<b>Involve young people in audit of Youth Project buildings</b>		<b>Start: March</b>	<b>Lead: YRO</b>
<p>The Brighter Buildings Campaign is a way of involving young people in looking at the building where their Youth Project is based and to decide on what improvements could be made. All Youth Projects will be asked to get young people involved in doing this, whether they are a States owned building or not. The results will inform the Senior Youth Workers of what young people think and give them some ideas of what improvements could be made.</p>			
<b>Develop Grants scheme for young people to access funding</b>		<b>Start: June</b>	<b>Lead: YRO</b>
<p>Jersey Youth Service will identify a pot of money which will be made available for young people to access in order to put some of their ideas to improve their Youth Project into action. This will be a way of empowering young people and giving them a say in their Youth Project.</p>			
<b>D.3</b>	<b>Access to Venues</b>	<b>Links to Key Aim: 4.6</b>	
<b>Map opening times and provision that is on offer</b>		<b>Start: June</b>	<b>Lead: YRO</b>
<p>Jersey Youth Service will be undertaking a mapping exercise to identify the times and days when Youth Projects are open. This will also to look at what programmes are being offered to young people. This will be part of a monitoring and review of the Youth Work provision available to young people in Jersey.</p>			

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<b>E.</b>	<b>Equality of Opportunity</b>		
<b>E.1</b>	<b>Equal Opportunities Statement</b>	<b>Links to Key Aim 5.1</b>	
<b>Develop Jersey Youth Service Equal Opportunities Statement</b>		<b>Start: July</b>	<b>Lead: PYO</b>
<p>Jersey Youth Service is committed to equality of opportunity. To help to express this, a Jersey Youth Service Equal Opportunities Statement is going to be developed. The Jersey Youth Service Equal Opportunities Policy will be reviewed and act as the starting point for developing the Statement. Once it has been developed it will be made into a poster which will be displayed in all Youth Projects. Young people will be involved in this process.</p>			
<b>E.2</b>	<b>Targeted Youth Work</b>	<b>Links to Key Aim 5.3</b>	
<b>Identify Youth Service Target Groups</b>		<b>Start: March</b>	<b>Lead: YRO</b>
<p>Jersey Youth Service recognizes that inequality is a reality and that some young people are disadvantaged in one way or another. There is a need to identify which young people fall into these disadvantaged groups. Then it will be important to develop a method of assessing their needs in order to develop meaningful programmes of Youth Work which will meet those needs.</p>			
<b>E.3</b>	<b>Youth Information, Advice and Support</b>	<b>Links to Key Aim: 5.5</b>	
<b>Develop a Youth Information Directory and Website</b>		<b>Start: January</b>	<b>Lead: AYO</b>
<p>Jersey Youth Service has been involved in developing a Youth Information Directory for the last year. This is now going through a consultation with young people and then will be printed. There is also a website being developed which is aimed at young people. The Directory is targeting young people aged 15 - 19 years. It will be given out to all Year 11 school leavers in 2007. As part of this process a theatre Company will be engaged to go to all Secondary Schools to promote the Directory and Website.</p>			
<b>Develop a 'One Stop Shop'</b>		<b>Start: April</b>	<b>Lead: PYO</b>
<p>As part of the development of Youth Information, Advice and Support, a room has been identified at the La Motte Street Youth Project which will make an ideal 'One Stop Shop' Youth Information Project. The building is next door to Social Security and is also in the centre of Town, so is very accessible for young people. The room needs to be redecorated and fitted out, but there is also a need to engage Youth Workers with skills in information, advice and support. The hope is to also link with other agencies such as Careers, Health promotion or Workwise so that they can deliver sessions at the 'One Stop Shop'.</p>			

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<b>F</b>	<b>Quality Assurance</b>		
<b>F.1</b>	<b>Quality Assurance Framework</b>	<b>Links to Key Aim 6.1</b>	
	<b>Youth Service Quality Mark</b>	<b>Start: February</b>	<b>Lead: AYO</b>
<p>The National Youth Agency developed the Youth Work Quality Mark as a standard for Youth Services to work towards. One of the AYO's who is a member of the SMT, is taking a lead on QA and has organized training for SYW and the SMT on the YWQM. From this an action plan will be developed so the Youth Service works towards the YSQM.</p>			
	<b>Quality Assurance Framework developed and disseminated</b>	<b>Start: April</b>	<b>Lead: AYO</b>
<p>Jersey Youth Service will set up a working group to work towards the development of a Quality Assurance Framework. This document will be a key document for the Youth Service as it will monitor and evaluate youth work delivery. All staff will need to know and understand it so it will need to be disseminated and training will need to be offered so everyone understands it.</p>			
<b>F.2</b>	<b>Planning and Review Process</b>	<b>Links to Key Aim 6.2</b>	
	<b>Development of a new Planning and Review process</b>	<b>Start: October</b>	<b>Lead: PYO</b>
<p>The Youth Service will review the planning process currently used and develop a new system to plan and review the delivery of youth work.</p>			
<b>F.3</b>	<b>Administrative &amp; Financial Systems</b>	<b>Links to Key Aim 6.3</b>	
	<b>Review of Financial and Administrative Systems</b>	<b>Start: February</b>	<b>Lead: PYO</b>
<p>There is a need to develop robust financial systems and admin procedures. This will be organized with the support of the new ESC Finance Officer who is now in post.</p>			
	<b>Development of Financial and Admin Training</b>	<b>Start: April</b>	<b>Lead: PYO</b>
<p>This is an area of training that is needed to ensure everyone with responsibility for administration and/or budgets at either Service or Youth Project level understands the systems and procedures to be used.</p>			
<b>F.4</b>	<b>Resources</b>	<b>Links to Key Aim 6.4</b>	
	<b>Develop Database for all equipment and resources</b>	<b>Start: February</b>	<b>Lead: YRO</b>
<p>In 2006 an inventory was made of all Youth Service equipment and resources. This will now be used to develop a Database and a booking system to ensure resources are easily accessible.</p>			

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**Key Aims from 5 Year Strategic Plan**

<b>Key Aim 1: To develop an excellent Youth Service which continues to meet the needs of young people in Jersey</b>			
	<b>Objective</b>	<b>Method</b>	<b>Performance Indicator</b>
1.1	Jersey Youth Service provides excellent youth work provision for young people	Develop 5 year improvement plan based on REYS Youth Work Standards	Inspection of Youth Service shows Jersey Youth Service meets REYS Youth Work Standards
1.2	Range of improvements implemented on an annual basis based on Strategic Plan	Develop Annual Plan each year to identify action to be taken and to review annual progress	Annual Plans review progress and show improvements made and identify future action
1.3	Jersey Youth Service has a comprehensive range of key policies and procedures	Develop system of developing, implementing and reviewing key Youth Service documents	Key policies and procedures are systematically developed, implemented and reviewed
1.4	Jersey Youth Service has good communication with staff and young people	Use new technology to develop new methods of communication that are effective and efficient	Youth Service communicates clearly with staff and young people
1.5	Young people are empowered to participate in the development of the Youth Service	Develop and implement Youth Participation Strategy across Youth Service	Youth Participation is recognized by all staff and young people as a key aspect of the Youth Service
1.6	Jersey Youth Service is valued for the unique role it plays in providing services for young people	Raise awareness of the role of Youth Work by raising the profile and promoting good practice	The unique role of Youth Work is recognized by colleagues in other agencies, politicians and others

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<b>Key Aim 2: To provide a broad range of youth work opportunities targeting young people aged 12 to 18 years</b>			
	<b>Objective</b>	<b>Method</b>	<b>Performance Indicator</b>
2.1	Jersey Youth Service has a Curriculum Framework which defines youth work provision	Develop and implement Curriculum Framework across the Youth Service	All Youth Projects deliver a youth work programme based on the Youth Work Curriculum
2.2	Young people access high quality youth work provision which meets their needs	Youth Projects plan a varied programme of youth work to meet the needs of young people	At least 25% of young people aged 12 - 18 years access youth work provision
2.3	Youth Projects deliver new and exciting projects which actively engage young people	Develop new approaches to youth work which use different methods and resources	At least 50% of young people using Youth Service say youth work programme is exciting and creative
2.4	Jersey Youth Service delivers a broad range of youth work which meets a wide range of needs	Develop a wider range of Youth Work opportunities on offer to young people	At least 50% of young people using Youth Service say youth work on offer is broad and wide ranging
2.5	Jersey Youth Service targets its resources at young people aged 12 to 18 years	Monitor the amount of youth work being delivered for different age groups	At least 80% of youth work delivery targets young people aged 12 - 18 years
2.6	Young people in Jersey are aware of the Youth Service and what opportunities it offers	Develop methods of promoting the Service to raise young people's awareness of youth work on offer	At least 50% of young people in Jersey have knowledge of the Youth Service and what is on offer

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<b>Key Aim 3: To train and support youth workers to have skills and knowledge to deliver high quality youth work</b>			
	<b>Objective</b>	<b>Method</b>	<b>Performance Indicator</b>
<b>3.1</b>	Youth Workers feel valued and supported and are motivated to deliver high quality youth work	Develop and implement a Staff Development Policy so all staff can access support and supervision	At least 80% of youth workers feel valued by the Youth Service and access training and support
<b>3.2</b>	Youth Workers are trained and qualified to deliver high quality youth work	Develop and implement an annual staff audit to assess training needs of all staff	80% of Youth Work Training Courses and Conferences run at full capacity
<b>3.3</b>	Annual Training Programme offers range of training opportunities to meet the needs of all staff	Develop a broad range of training opportunities to meet the needs of all staff and the Youth Service	80% of all Youth Workers access at least 1 Youth Work Training Course a year
<b>3.4</b>	Senior Youth Workers have the skills and knowledge to develop high quality Youth Projects	Develop a range of development opportunities for Senior Youth Workers to access	All Senior Youth Workers have developed Youth Projects which meet Youth Work Standards
<b>3.5</b>	Jersey Youth Service employs local people who have accessed a professional qualification	Develop range of methods to support unqualified staff to gain professional qualification	At least 1 Sessional Youth Worker is able to access professional youth work training each year
<b>3.6</b>	Young people volunteer with the Youth Service and see Youth Work as a potential career path	Develop Young Worker Training so young people can become actively involved in youth work delivery	Youth Service runs at least one Young Workers Training Course each year



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<b>Key Aim 4: To provide warm and attractive youth work venues which are open when young people need them</b>			
	<b>Objective</b>	<b>Method</b>	<b>Performance Indicator</b>
<b>4.1</b>	Jersey Youth Service delivers youth work in warm and friendly buildings	Develop system of reviewing buildings to ensure they meet standards	Young people say all Youth Projects offer a warm and friendly place for young people to meet
<b>4.2</b>	All States owned / managed buildings are attractively decorated and furnished	Develop and implement programme of refurbishment of States owned / managed buildings	Young people say all states Youth Projects are attractively furnished and decorated
<b>4.3</b>	Young people are actively involved in and feel ownership of their local Youth Project	Use 'Brighter Buildings' to involve young people in refurbishment of their local Youth Projects	Each Youth Project uses the Brighter Buildings survey on a bi-annual basis to review the building
<b>4.4</b>	Young people are empowered to work together to develop specific youth or community projects	Develop grants scheme for young people to access funding for the development of local projects	Young people access funding from small grants to make improvements to their Youth Project
<b>4.5</b>	Youth Projects are open and accessible to young people at times when they are needed	Review opening times of Youth Projects to ensure they meet the needs of young people	Young people say that their Youth Project is open and accessible at times when it is needed
<b>4.6</b>	Youth Work is on offer during the day, early evening, at weekends and during school holidays	Review youth work delivery during day, early evening, at weekends and during school holidays	All Youth Projects are open and accessible during the day, early evening, weekends and holidays

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<b>Key Aim 5: To work towards an equitable society by targeting young people in need of additional opportunities</b>			
	<b>Objective</b>	<b>Method</b>	<b>Performance Indicator</b>
<b>5.1</b>	Jersey Youth Service has a real commitment to equality of opportunity for young people	Develop a Jersey Youth Service Equality of Opportunity Statement to reaffirm commitment	All Youth Projects display Equality of Opportunity Statement to show their commitment
<b>5.2</b>	Jersey Youth Service identifies and meets the needs of young people	Develop systematic approach to identify needs of young people in Jersey	Needs of young people are identified in a systematic way at both Service and Project levels
<b>5.3</b>	Jersey Youth Service delivers youth work which targets disadvantaged young people	Develop system which identifies target groups of disadvantaged young people	The number of targeted young people that are reached by the Youth Service increases
<b>5.4</b>	Jersey Youth Service provides youth work to meet the specific needs of targeted young people	Develop specific Youth Work relevant to target groups to meet their needs	The number of projects which are aimed at the targeted groups of young people increases
<b>5.5</b>	Jersey Youth Service provides a comprehensive information, advice and support service	Develop Youth Information Work using a variety of methods and media	The Youth Information Project provides information, advice and support for young people
<b>5.6</b>	Jersey Youth Service encourages young people to be aware of inequality and discrimination	Develop youth work programmes which actively challenge young people's attitude and behaviour	All Youth Projects run projects which challenge young people's attitude and behaviour

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<b>Key Aim 6: To monitor youth work provision to ensure it uses resources efficiently and effectively</b>			
	<b>Objective</b>	<b>Method</b>	<b>Performance Indicator</b>
<b>6.1</b>	Jersey Youth Service monitors and evaluates the youth work it delivers to ensure high quality	Develop and implement a Quality Assurance Framework to monitor and evaluate the Youth Service	Quality Assurance Framework is used to monitor and evaluate Jersey Youth Service
<b>6.2</b>	Jersey Youth Service plans and reviews youth work delivery at both service and project levels	Develop and implement systematic Planning and Review process across the Youth Service	Youth Projects use Planning process to review their youth work delivery and improve performance
<b>6.3</b>	Jersey Youth Service uses systems and procedures to ensure sound financial management	Develop and implement Financial systems and procedures across the Youth Service	Youth Projects use agreed financial systems and procedures to maintain accurate records
<b>6.4</b>	Jersey Youth Service has systems to ensure equipment and resources are used effectively	Develop and implement Resources data base and booking system for the Youth Service	Youth Workers are able to access resources easily and a record of their use is kept centrally
<b>6.5</b>	Jersey Youth Service involves young people in the monitoring and evaluation of youth work delivery	Develop and implement method of involving young people in evaluation of the Youth Service	Young people are involved in various monitoring and evaluation processes
<b>6.6</b>	Jersey Youth Service undergoes an external inspection and is recognized as an excellent service	Engage external consultant to undertake an inspection of Jersey Youth Service	Jersey Youth Service undergoes an external inspection in 2011 and is seen to be an excellent service